DOCUMENT RESUME

ED 319 128 EA 021 828

AUTHOR Schlecty, Phillip C.
TITLE Schools for the Twenty-First Century: Leadership Imperatives for Educational Reform.
REPORT NO ISBN-1-55542-208-X
PUB DATE 90
NOTE 164p.
AVAILABLE FROM Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104-1310 ($20.95).
PUB TYPE Guides - Non-Classroom Use (055) -- Books (010) -- Reports - Evaluative/Feasibility (142)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Educational Change; Elementary Secondary Education; *Futures (of Society); *Leadership Responsibility; *Organizational Change; Power Structure
IDENTIFIERS *Educational Restructuring

ABSTRACT

If America's schools are to meet the needs of the 21st Century, they must be reinvented and restructured. This book is no restructuring cookbook, but is designed to provide ingredients that may be useful in inventing recipes to satisfy local tastes. Chapter 1 discusses purpose in the life of organizations, concentrating explicitly on purpose in schools. Chapter 2 shows what historical influences have shaped the purpose, vision, and structure of schools. Chapter 3 discusses the need to reformulate school purpose and the consequent visions that will guide school restructuring. Chapter 4 relates one vision of schools' restructuring efforts in terms of participatory leadership, accountability, and assessment of schools in general. Chapter 5 provides a framework for considering the structural elements needing to be changed if schools are to become more responsive to the needs of children and society. In chapter 5, change is discussed from a marketing perspective. The remaining chapters treat various problems associated with promoting change in schools, beginning with conceptualizing and sharing a compelling vision and ending with strategies for sustaining improvements once they are in place. Also covered are participatory leadership, results-oriented management in schools, methods for creating a policy framework to ensure flexibility, and other subjects related to school restructuring. An index is included. (47 references) (MLH)

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